

GAO

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Report to the Ranking Minority Member  
Committee on Veterans' Affairs  
United States Senate

May 1986

# SELECTIVE SERVICE

## Travel Activities of Former Director of Selective Service System



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National Security and  
International Affairs Division

B-222788

May 30, 1986

The Honorable Alan Cranston  
Ranking Minority Member  
Committee on Veterans' Affairs  
United States Senate

Dear Senator Cranston:

By letter dated February 3, 1986, you advised us that the President intended to submit the nomination of Major General Thomas K. Turnage, Director of the Selective Service System, to be Administrator of Veterans Affairs. In that letter and in subsequent meetings with your staff, we were asked to examine certain aspects of General Turnage's official travel (including data on his trips to California) as Director of the Selective Service System. You proposed we use, as a guideline, an earlier GAO report (GAO/HRD-83-10, dated January 18, 1983) dealing with the official travel of a former Administrator of Veterans Affairs. We provided the requested information to your staff before the hearings on General Turnage's confirmation. This report is to formalize the results of our review.

Several observations became evident in our review of General Turnage's official travel as Director of the Selective Service System. First, since General Turnage became Director in late 1981, he made numerous trips and spent a considerable portion of his time traveling. Second, a large amount of the time General Turnage traveled included visits to the state of California. Third, General Turnage complied with the Federal Travel Regulations in his official travel.

## Extent of Travel

Our review showed that General Turnage traveled extensively as Director of Selective Service. In the four fiscal years 1982 through 1985, plus the first 4 months of fiscal year 1986, General Turnage made 138 trips and was in a travel status for 555 days, 35 percent of the calendar days during this period. General Turnage's travel during the period cost the government about \$65,600. Details and our analyses of this travel are included in appendix I.

General Turnage's travel, to a large extent, related to public affairs events. The most prevalent reasons for his travel involved media events and/or speaking engagements. Another common purpose was to participate in training courses for agency personnel and volunteer workers.

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These three purposes constituted about 73 percent of the purposes given for General Turnage's travel.

A Selective Service System official told us that the mission of the Selective Service is unique when compared to most government agencies, and consequently, the activities of the Director are somewhat different. Registration of young men is a major responsibility of Selective Service. In furthering this responsibility the Director's efforts are, in effect, part of an overall campaign to make those eligible for registration, as well as their relatives and associates, aware of the registration obligation. To this end, a large part of the Director's travel was to influence these groups by addressing civic clubs, participating on radio "talk" shows, meeting with editorial boards, and performing other similar activities. A related activity was to interact (at the numerous regional annual training sessions) with the largely volunteer field work force that would be activated in the event a military draft is resumed.

General Turnage was accompanied by other Selective Service officials on a number of his trips. While records were not readily available to identify all people who traveled with General Turnage during the first two years covered by our review (fiscal years 1982 and 1983), one or more Selective Service officials accompanied General Turnage on 56 trips during the period October 1981 through January 1986. The travel of accompanying officials which we were able to identify cost about \$25,300. Details of this are included in appendix I.

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## California Travel

The second observation regarding General Turnage's travel was the amount of time spent in California. Out of the 555 days General Turnage traveled during fiscal years 1982 through January 1986, about 280 days' travel involved trips where some time was spent in California, or the General was traveling to or from California. Trips involving travel to California were, on the average, longer than other trips. The California trips averaged 8.8 days per trip and the non-California trips averaged 2.6 days per trip. Usually, General Turnage visited more than one city on a California trip, but in most cases, one location on non-California trips. Also, General Turnage took personal time in California, whereas he infrequently did so on non-California trips. Personal time was identified by the absence of subsistence and hotel costs claimed during a time of official travel.

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## Adherence to Travel Regulations

General Turnage's adherence to government travel regulations was the third observation resulting from our review. In all respects, General Turnage followed the general rule that a person "traveling on official business is expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business." In this regard, he made a practice of using less than first class aircraft accommodations. On several occasions the General apparently was able to utilize available military aircraft and saved the cost of scheduled commercial flights. The General applied airline bonus points in lieu of Government Transportation Requests for several trips. General Turnage frequently stayed at commercial facilities where the cost exceeded maximum amounts provided by the government, but the additional cost was paid at his own expense. He also made use of low cost government facilities when he visited or traveled near military bases.

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## Objective, Scope, and Methodology

Our objective was to evaluate official travel of General Thomas K. Turnage while he served as Director of the Selective Service System. In conducting our review, we interviewed officials and examined and documented information from the files of the Selective Service System. In addition, we interviewed officials of the Reserve Forces Policy Board of the Department of Defense because General Turnage traveled on the Board's field study trips to NATO countries. In performing our review, we generally used the four fiscal year period 1982 through 1985, but for some purposes we also included fiscal year 1986 through January 1986.

We performed our review during February and March 1986. The review was conducted in accordance with generally accepted government auditing standards.

As you requested, we did not obtain official comments from Selective Service Systems officials on this report, but we did discuss the results of our review with them.

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Unless you publicly announce its contents earlier, we plan no further distribution of this report until 30 days from the date on the report. At that time, we will send copies to the Administrator of Veterans Affairs and the Director of the Office of Management and Budget. Copies will also be provided to other interested parties.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Frank C. Conahan". The signature is written in a cursive, flowing style.

Frank C. Conahan  
Director



# Data and Analyses for Travel of General Turnage

**Table I.1: All Travel by General Turnage, Fiscal Year 1982 Through January 1986**

Fiscal year	No. of trips	Total days	No. of cities	Total cost <sup>b</sup>
1982	25	110	39	\$12,257
1983	24	120 - 1/2	43	12,814
1984	34	136 - 3/4	56	18,868
1985	45	159 - 1/4	79	16,891
<b>Total</b>	<b>128</b>	<b>526 - 1/2</b>	<b>217</b>	<b>\$60,830</b>
1986 <sup>a</sup>	10	28 - 1/2	15	4,725
<b>Total</b>	<b>138</b>	<b>555</b>	<b>232</b>	<b>\$65,555</b>

<sup>a</sup>Through January 1986

<sup>b</sup>Includes cost for several unused airline tickets, values of these were not readily determinable

**Table .2: Travel by General Turnage That Included Some Time in California,\* Fiscal Year 1982 Through January 1986**

Fiscal year	No. of trips	Total days	No. of cities	Total cost <sup>c</sup>
1982	8	67	18	\$ 6,213
1983	7	62	20	7,177
1984	9	78 - 1/2	24	9,556
1985	8	74	28	4,214
<b>Total</b>	<b>32</b>	<b>281 - 1/2</b>	<b>90</b>	<b>\$27,160</b>
1986 <sup>b</sup>	0	0	0	0
<b>Total</b>	<b>32</b>	<b>281 - 1/2</b>	<b>90</b>	<b>\$27,160</b>

<sup>a</sup>Includes trips where all or some time was spent in California

<sup>b</sup>No trips were made that included California travel in fiscal year 1986

<sup>c</sup>Includes cost of several unused airline tickets, values of these were not readily determinable

**Table .3: Summary of General Turnage's Travel Days by Location, Fiscal Year 1982 Through January 1986**

Fiscal year	All locations	California and other <sup>a</sup>	California only <sup>b</sup>
1982	110	67	63
1983	120 - 1/2	62	49
1984	136 - 3/4	78 - 1/2	54 - 1/2
1985	159 - 1/4	74	69 - 1/4
<b>Total</b>	<b>526 - 1/2</b>	<b>281 - 1/2</b>	<b>235 - 3/4</b>
1986 <sup>c</sup>	28 - 1/2	0	0
<b>Total</b>	<b>555</b>	<b>281 - 1/2</b>	<b>235 - 3/4</b>

<sup>a</sup>Includes time for trips where all or some time was spent in California

<sup>b</sup>Includes only the California time for trips where all or some time was spent in California

<sup>c</sup>No trips were made that included California travel in fiscal year 1986



**Appendix I  
Data and Analyses for Travel of  
General Turnage**

**Table I.4: Data on Staff Accompanying  
General Turnage, Fiscal Year 1982  
Through January 1986**

<b>Fiscal year</b>	<b>No. of trips</b>	<b>Total days</b>	<b>Total cost</b>
1982 <sup>a</sup>	1	3/4	\$ 173
1983 <sup>a</sup>	4	11 - 1/4	1,571
1984	14	41 - 1/2	5,740
1985	29	74 - 1/2	13,076
1986 <sup>b</sup>	8	26	4,774
<b>Total</b>	<b>56</b>	<b>154</b>	<b>\$25,334</b>

<sup>a</sup>Data for all Selective Service personnel traveling with General Turnage was not readily available

<sup>b</sup>Through January 1986

**Table I.5: Ratios and Comparisons of  
General Turnage's Travel Days by  
Location, Fiscal Year 1982 Through  
Fiscal Year 1985**

	<b>FY 1982</b>	<b>FY 1983</b>	<b>FY 1984</b>	<b>FY 1985</b>	<b>Total</b>	<b>4-Year Average</b>
<b>Trips Per Year</b>						
All travel	25	24	34	45	128	32
Travel including California	8	7	9	8	32	8
Travel exclusively to California	7	5	2	6	20	5
<b>Ratio Of Trips Including California Travel To All Trips</b>						
Trips including California travel	8	7	9	8	32	32
All trips	25	24	34	45	128	128
Percent	32	29	26	18	25	25
<b>Ratio Of Travel Days To Calendar Days</b>						
Total travel days	110	120-1/2	136-3/4	159-1/4	526-1/2	526-1/2
Days per year	365	365	366	365	1 461	1 461
Percent	30	33	37	44	36	36
<b>Ratio Of Travel Days That Included Some California Travel To All Travel Days</b>						
Days that included California travel	67	62	78-1/2	74	281-1/2	281-1/2
All travel days	110	120-1/2	136-3/4	159-1/4	526-1/2	526-1/2
Percent	61	51	57	46	53	53
<b>Ratio Of California Only Travel Days To All Travel Days</b>						
California only travel days	63	49	54-1/2	69-1/4	235-3/4	235-3/4
All travel days	110	120-1/2	136-3/4	159-1/4	526-1/2	526-1/2
Percent	57	41	40	43	45	45



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